

**ANDREA FOSFURI**

Professor  
 Department of Management & Technology  
 Bocconi University  
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**ACADEMIC POSITIONS**

- Sep 2012-now, Full Professor, Bocconi University, Department of Management & Technology
- Nov 2019-now, Dean of the PhD School, Bocconi University
- Nov 2022-now, Rector's delegate for Innovation
- CRIOS – Bocconi University: Research Fellow
- INDEM – Universidad Carlos III de Madrid: Research Fellow

**NON-ACADEMIC POSITIONS**

- March 2021-now, Italian Delegate for the European Innovation Council & European Innovation Ecosystem within Horizon Europe

**PAST ACADEMIC POSITIONS**

- 1998-2014, Professor of Management, Universidad Carlos III de Madrid (*on leave* 2012-14, Full 2008-14, Associate, 2002-2007, Assistant, 1998-2002)
- 2007-2008, Visiting Associate Professor, Boston University, School of Management
- Apr 2007-Jun 2007, Visiting Associate Professor, Bocconi University, Milan
- Aug 2002-Jan 2003, Visiting Scholar, Carnegie Mellon University
- 1999-2006, Research Affiliate, Centre for Economic Policy Research (CEPR)

**EDUCATION**

- Ph.D. in Economics, University Pompeu Fabra, Barcelona, Spain (1998). Dissertation: “Technology Transfers, Spillovers and International Investments”; Supervisor: Massimo Motta
- M.Sc. in Economics and Business, University Pompeu Fabra, Barcelona, Spain (1994)
- B.A. in Economics and Business, University of Urbino, Italy (1993)

**AWARDS**

- 2021 SMS Annual Conference Best Paper Prize. Honorable Mention for “Market Frictions, Conversion Funnel, and Pricing Strategies” (joint with N. Abolfathi and S. Santamaria)
- Willamette University Best Paper in International Ethics, Social Responsibility, and/or Sustainability, IM Division, AOM 2017, for “Strategic Corporate Social Responsibility in Multinational Enterprises” (joint with C.G. Asmussen)
- Research Excellence Awards 2014. 2015. 2016. 2017. 2019. 2020. Bocconi University. Granted annually for publications in A+ journals
- Research Award, Consejo Social, Universidad Carlos III de Madrid (2009 and 2011)
- Research Award for Young Researchers, Universidad Carlos III de Madrid (2004 and 2006)
- Best Paper Award 2005, DRUID Conference, for “Firm Assets and Investments in Open Source Software Products” (joint with M. Giarratana and A. Luzzi)

### **TEACHING EXPERIENCE (selected courses)**

- Management of Technology, DBA, SDA Bocconi, 2018, 2019, 2020, 2021, 2022
- Corporate Strategy, MBA, SDA Bocconi, Jan-Feb 2018, Jan 2019, Nov 2019
- Corporate Strategy, Global Executive MBA, SDA Bocconi, 2014-2017
- Strategic Interactions and Firm Behavior, PhD course, Bocconi University, 2014-2020
- SP751, Competition, Innovation and Strategy, Evening MBA, Boston University, Fall 2007 and Spring 2008
- Strategy, Master in Management, Universidad Carlos III de Madrid, 2011
- Strategic Management, MBA, Universidad Carlos III de Madrid, 2003-2011
- Strategic Management, Executive MBA, IESE Business School, 5 sections, October 2006
- Management of Technology, Ph.D course, Universidad Carlos III de Madrid, 2002-2011
- Economics of Innovation and Technical Change, Ph.D course, Carnegie Mellon University, 2002 (shared with Ashish Arora)
- Undergraduate: Strategy, International Business, Technology and Innovation Management

### **REFEREED JOURNALS ARTICLES**

1. Fink C., Fosfuri A., Helmers C., Myers A.F. 2022. Submarine Trademarks. *Journal of Economics and Management Strategy* 31(4), 818-40.
2. Abolfathi N., Fosfuri A., Santamaria S. 2022. Out of the Trap: Conversion Funnel Business Model, Customer Switching Costs, and Industry Profitability. *Strategic Management Journal* 43(9), 1872-96.
3. Morandi R., Fosfuri A., Santalo J. 2021. A Bird in the Hand is Worth Two in the Bush: Technology Search Strategies and Competition Due to Import Penetration. *Strategic Management Journal* 42(8), 1516-44.
4. Arora A., Fosfuri A., Roende T. 2021. Waiting for the payday? The market for startups and the timing of entrepreneurial exit. *Management Science* 67(3), 1453-67.
5. Wehrheim D., Dalay H.D., Fosfuri A., Helmers C. 2020. How mixed ownership affects decision making in turbulent times: Evidence from the digital revolution in telecommunications. *Journal of Corporate Finance* 64(October).
6. Fosfuri A., Giarratana M.S., Sebrek S. 2020. Resource partitioning and strategies in markets for technology. *Strategic Organization* 18(2), 251-274.
7. Asmussen C., Fosfuri A. 2019. Orchestrating corporate social responsibility in the multinational enterprise. *Strategic Management Journal* 40(4), 894-916.
8. Fosfuri A., Helmers C., Roux C. 2017. Shared Ownership of Intangible Property Rights: The Case of Patent Co-Assignments. *Journal of Legal Studies* 46(2): 339-369
9. Berrone P., Fosfuri A., Gelabert L. 2017. Does Greenwashing Pay Off? Understanding the Relationship between Environmental Actions and Environmental Legitimacy. *Journal of Business Ethics* 144: 363-379
10. Fosfuri A., Giarratana M.S., Roca E. 2016. Social Business Hybrids: Demand Externalities, Competitive Advantage and Growth through Diversification. *Organization Science* 27(5), 1275-1289
11. Kremena S., Fosfuri A., De Castro J. 2016. Learning by Hiring: The Effect of Scientists' Inbound Mobility on Research Performance in Academia. *Organization Science* 27(1), 72-89
12. Fosfuri A., Giarratana M.S., Roca E. 2015. Walking a slippery line: Investments in social values and product longevity. *Strategic Management Journal* 36(11), 1750-60
13. Araújo A.L.L., Fosfuri, A. 2015. Not-Invented-Here: How Socialization Practices Affect the Formation of Negative Attitudes towards External Knowledge. *Industrial and Corporate Change*

24(2), 281-305

14. Fosfuri A., Lanzolla G., Suarez F. 2013. Entry timing strategies: the road ahead. *Long Range Planning* 46, 300-311
15. Fosfuri A., Giarratana M.S., Roca E. 2013. Community-focused strategies in action: Building and sustaining a product differentiation advantage. *Industry and Innovation* 20(2), 114-132
16. Arora A., Fosfuri A., Roende, T. 2013. Managing licensing in a market for technology. *Management Science* 59(5), 1092-1106
17. Berrone P., Fosfuri A., Gelabert L., Gomez-Mejía L. 2013. Necessity as the Mother of “Green” Inventions: Institutional Pressures and Environmental Innovations. *Strategic Management Journal* 34(8): 891-909 [[highly cited paper in ISI web of knowledge](#)]
18. Fosfuri A., Giarratana M.S., Roca E. 2011. Community-Focused Strategies. *Strategic Organization* 9(3), 222–239
19. Fosfuri A., Roende T. 2009. Leveraging Resistance to Change and the Skunk Works Model of Innovation. *Journal of Economic Behaviour and Organization* 72(1), 274-289
20. Gelabert L., Fosfuri A., Tribó J. 2009. Does the effect of public support for R&D depend on the degree of appropriability? *Journal of Industrial Economics* LVII(4), 736-767
21. Fosfuri A., Giarratana M. 2009. Masters of War: Rivals’ Product Innovation and New Advertising in Mature Product Markets. *Management Science* 55(2), 181-191
22. Escribano A., Fosfuri A. Tribó J. 2009. Managing Knowledge Spillovers: The Impact of Absorptive Capacity on Innovation Performance. *Research Policy* 38(1), 96-105 [[more than 1000 citations in Google Scholar](#)]
23. Fosfuri A., Giarratana M., Luzzi A. 2008. The Penguin Has Entered the Building: The Commercialization of Open Source Software Products. *Organization Science* 19, 292-305
24. Fosfuri A., Tribó J. 2008. Exploring the Determinants of Potential Absorptive Capacity and its Impact on Innovation Performance. *Omega* 36 (2), 173-187 [[more than 1000 citations in Google Scholar](#)]
25. Fosfuri A., Giarratana, M. 2007. Product Strategies and Survival in Schumpeterian Environments: Evidence from the US Security Software Industry. *Organization Studies* 28(6), 909-929.
26. Fosfuri, A. 2006. The Licensing Dilemma: Understanding the Determinants of the Rate of Technology Licensing. *Strategic Management Journal* 27(12), 1141-58
27. Arora, A., Fosfuri, A. 2005. Pricing Diagnostic Information. *Management Science* 51(7), 1092-1100
28. Fosfuri A. 2004. Determinants of international activity: Evidence from the chemical processing industry. *Research Policy* 33, 1599-1614
29. Fosfuri A., Roende T. 2004. High-tech clusters, technology spillovers, and trade secret laws. *International Journal of Industrial Organization* 22(1), 45-65
30. Arora A., Fosfuri A. 2003. Licensing the Market for Technology. *Journal of Economic Behavior and Organization* 52, 272-95
31. Arora A., Fosfuri A., Gambardella A. 2001. Markets for technology and their implications for corporate strategy. *Industrial and Corporate Change* 10(2), 419-451
32. Arora A., Fosfuri A., Gambardella A. 2001. Specialized Technology Suppliers, International Spillovers and Investment: Evidence from the Chemical Industry. *Journal of Development Economics* 65(1), 31-54
33. Fosfuri A., Motta M., Roende T. 2001. Foreign Direct Investment and Spillovers through Workers’ Mobility. *Journal of International Economics* 53, 205-222 [[more than 1000 citations in Google Scholar](#)]
34. Arora A., Fosfuri A. 2000. Wholly Owned Subsidiary versus Technology Licensing in the Worldwide Chemical Industry. *Journal of International Business Studies* 31(4), 555-572
35. Fosfuri A. 2000. Patent Protection, Imitation and the Mode of Technology Transfer. *International Journal of Industrial Organization* 18(7), 1129-1149

36. Fosfuri A., Motta M. 1999. Multinational without advantages. *Scandinavian Journal of Economics* 101(4), 617-630

### **BOOKS**

37. Arora A., Fosfuri A., Gambardella A. 2001. *Markets for technology: Economics of Innovation and Corporate Strategy*, MIT Press, Cambridge, MA [more than 2000 citations in Google Scholar; featured by *The Economist*, October 20, 2005, in an article entitled “A market for ideas”]

### **BOOK CHAPTERS AND REFEREED PROCEEDINGS**

38. Dalay H.D., Fosfuri A. 2019. Startups' exit strategies in the market for technology: When to pull the plug. In Matusik S.F., Reuer J.J. (Eds.), *Handbook of Entrepreneurship and Innovation*. Oxford University Press, Oxford, UK.
39. Berrone P., Fosfuri A., Gomez-Mejía L., Gelabert L. 2008. Can institutional forces create competitive advantage? An empirical examination of environmental innovation. In George T. Solomon (Ed.), *Best Paper Proceedings of the Sixty-eighth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643
40. Arora A., Fosfuri A., Gambardella, A. 2008. Patents and the Market for Technology, Intellectual Property Rights and Developments. In K. Maskus, (ed.), *Intellectual Property, Growth and Trade*, Elsevier, Oxford, UK
41. Arora, A., Fosfuri, A., Gambardella, A. 2006. Markets for Technology: “Panda’s Thumbs”, “Calypso Policies” and other Institutional Consideration. In Antonelli, C., Foray, D., Hall, B.H., Steinmueller, W.E. (Eds.), *New Frontiers in Economics of Innovation and New Technology*, Edward Elgar Publishing, UK.
42. Arora A., Fosfuri A., Gambardella, A. 2005. Markets for Technology, Intellectual Property Rights and Developments. In J. Reichman and K. Maskus, (eds.), *International Public Goods and Transfer of Technology Under a Globalized Intellectual Property Regime*, Cambridge University Press, Cambridge, UK
43. Arora A., Fosfuri A., Gambardella, A. 2003. Markets for Technology and Corporate Strategy. In O. Granstrand, (ed.), *Economics, Law and Intellectual Property*, Kluwer Academic Publishers
44. Fosfuri A. 2003. The Licensing Dilemma. In D.H. Nagao (Ed.), *Best Paper Proceedings of the Sixty-third Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643
45. Arora A., Fosfuri A. Licensing in the Chemical Industry. In E. Brousseau and J. Glachant, (eds.), *The Economics of Contracts: Theory and Applications*, Cambridge University Press, Cambridge, UK

### **OTHER PUBLICATIONS**

46. Fosfuri A., Lanzolla G., Suarez F. 2013. Introduction to the Special Issue on Entry Timing Strategies. *Long Range Planning* 46, 297-299.
47. Arora A., Fosfuri A., Gambardella A. 2013. Markets for Technology. In D. Teece and M. Augier (Eds.) *Palgrave Encyclopedia of Strategic Management*. Palgrave Macmillan.
48. Fosfuri A., Roende T. 2013. Skunk Works. In D. Teece and M. Augier (Eds.) *Palgrave Encyclopedia of Strategic Management*. Palgrave Macmillan.
49. Fosfuri A., Giarratana M. 2010. Introduction: Trading under the Buttonwood—a foreword to the markets for technology and ideas. *Industrial and Corporate Change* 19(3), 767-773
50. Slavcheva K., DeCastro J., Fosfuri A. 2008. A Conceptual Model Of Firm Knowledge Base Dynamics In The Context Of Mobility Of Researchers. *Management Research* 6(2), 83-91
51. Fosfuri A., Martinez E., Vassolo R. 2007. Guest Editors' Introduction to the Special Issue on

- Exploring the Processes of Innovation and Imitation. *Management Research* 5(2), 65-69
52. Fosfuri A., Roca E. 2004. Optimal Licensing Strategy: Royalty or Fixed Fee? *International Journal of Business and Economics* 3(1), 13-19
53. Fosfuri A., Roca E. 2002. Naturaleza y características del conocimiento tecnológico y limitaciones a la transferencia de tecnología. *Revista Europea de Dirección y Economía de la Empresa* 11(3), 139-151
54. Arora A., Fosfuri A., Gambardella A. 2002. Markets for technology in the knowledge economy. *International Social Science Journal* 171, 115-127
55. Fosfuri A. 2001. Mercados tecnológicos: evidencia empírica e implicaciones. *Economía Industrial* 339(3), 105-116
56. Arora A., Fosfuri A. 2001. The Market for Technology in the Chemical Industry: Causes and Consequences. *Revue d'Économie Industrielle* 92 (Special Issue), 317-334
57. Fosfuri A. 1997. Domanda e offerta di servizi di ingegneria nella petrolchimica. In P. Genco and F. Maraschini (Eds.), *L'ingegneria impiantistica*, Il Mulino, Bologna, Italy
58. Fosfuri A. 1993. L'offerta di servizi di ingegneria nella petrolchimica. *Economia e diritto del terziario* 5(3), 719-740

### **SUBMITTED PAPERS**

- Datar A., Amore A., Fosfuri A. 2022. An Agency Perspective on the Strategic Drafting of Patents. R&R.
- Arora A., Fosfuri A., Roende T. 2022. The Missing Middle: Value Capture in the Market for Technology. Under review.
- Asmussen C., Fosfuri A., Møller Larsen M., Santangelo G., 2022. Corporate Social Responsibility in the Global Value Chain: A Bargaining Perspective. 2<sup>nd</sup> R&R

### **ONGOING RESEARCH**

- Arora A., Fosfuri A., Roende T. 2022. The Timing of Startup Exit. Idea stage.
- Breschi S., Fosfuri A., Nagar J.P. 2022. From Science to Invention: The Societal Impact of ERC Grants. Data collection.

### **MAIN RESEARCH GRANTS (as Principal Investigator)**

- 2022-2025. PNRR. Ecosystems of Innovation. MUSA – Multi-layered Urban Sustainability Action. Reference Scientist for Bocconi on Spoke 3 (Deep-tech: Entrepreneurship and Technology Transfer).
- 2016-2017. Horizon 2020. Team coordinated by Telefonica, Spain. Principal Investigator for Bocconi University: Andrea Fosfuri (70000€)
- 2013-2015. Spanish Ministry of Science and Education competitive grant to study the process of generation, protection and commercialization of innovation. Principal Investigator: Andrea Fosfuri (77000€)
- 2009-2012. Spanish Ministry of Science and Education competitive grant to study the process of generation, protection and commercialization of innovation. Principal Investigator: Andrea Fosfuri (222000€)
- 2008-2010. Fundación Ramón Areces grant to study the value of trademarks. Principal investigator: Andrea Fosfuri (36000€)
- 2008-2009. Spanish Ministry of Science and Education grant to organize a workshop on Markets

for Technology and Industry Dynamics. Principal investigator: Andrea Fosfuri (12000€)

- 2008-2009. Spanish Ministry of Science and Education grant to create a network on entrepreneurship and innovation. Principal investigator: Andrea Fosfuri (15000€)
- 2006-2007. Spanish Ministry of Science and Education grant to create a network on entrepreneurship and innovation. Principal investigator: Andrea Fosfuri (15000€)
- 2006-2008. Integrated action between Spain and Italy to study innovation by small and medium firms. Principal investigator for Spain: Andrea Fosfuri. Principal investigator for Italy: Alfonso Gambardella (11000€)
- 2005-2007. Fundación Ramón Areces grant to study innovation activity of Spanish firms. Principal investigator: Andrea Fosfuri (30000€)
- 2002-2005. European Community TSER grant to study the micro-foundations of organizational and institutional changes in Europe. Principal investigator for Carlos III: Andrea Fosfuri. Main coordinator: Walter Garcia Fontes, Universitat Pompeu Fabra, Barcelona (Spain) (40000€)

### **DOCTORAL STUDENTS**

- Liliana Gelabert. UC3M. Defense: June 26, 2009. Placement: IE Business School (Madrid)
- Kremena Slavcheva. UC3M. Defense: June 26, 2009. Co-advised with Julio de Castro (IE Business School). Placement: UCL (now at CUNEF, Madrid)
- Nadia Ayari. Universidad de Navarra. Defense: September, 2010. Co-advised with Pedro Mendi (Universidad de Navarra)
- Borbala Kulcsar. UC3M. Defense: December 18, 2012. Co-advised with Marco S. Giarratana (Bocconi University). Placement: University of Wisconsin/Madison
- Dilan Aksoy. UC3M. Co-advised with Marco S. Giarratana (Bocconi University). Defense: Dec 17, 2013. Placement: Rennes School of Management (now at University Carlos III, Madrid)
- Goretti Cabaleiro. UC3M. Licensing and Myopic Management. Defense: May 27, 2014. Placement: ILADES-Universidad Alberto Hurtado (Chile) (now at University of Navarra, Spain)
- Mariano Mastrogiorgio. UC3M. Co-advised with Marco S. Giarratana (Bocconi University). Defense: June 24, 2014. Placement: University of Antwerp (now at IE University, Madrid)
- Fernando Santos. UC3M. Innovation and IPOs. Co-advised with Neus Palomerias (UC3M). Defense: January 10, 2018. Placement: University of Porto (Portugal)
- Hakky Dogan Dalay. Bocconi University. Three essays on technology and innovation management. Defense: Jan 20, 2020. Placement: University of Zurich
- Qiang Xiong. Bocconi University. Essays on Technological Change in the Food Industry. Defense (expected): 2024

### **ACADEMIC SERVICE**

- Associate Editor, Management Science, Strategy (2009-)
- Associate Editor, Strategic Management Journal (2013-2019)
- Editorial Board, Strategic Management Journal (2019-)
- Letter writer for: Tulane University, Imperial College Business School, Emlyon Business School, Luiss Business School, EPFL Lausanne, ESMT Berlin, Rotman (University of Toronto), IESE Business School, IE Business School, Cass Business School, Tilburg, HEC Paris, University of Notre Dame, Boston University, TUM (Munich), University Carlos III (Madrid), Catolica Lisbon, UPF
- Panel Evaluator, ERC 2016, ERC 2018, Consolider
- Member of the external assessment committee, PhD School, Copenhagen Business School

- Guest Editor for a Special Issue on Entry Timing Strategies at Long Range Planning with Gianvito Lanzolla and Fernando Suarez (2013)
- Guest Editor for a Special Issue on Markets for Technology and Industry dynamics at Industrial and Corporate Change with Marco Giarratana (2010)
- Referee (selected journals) for Academy of Management Journal, Academy of Management Review, Economic Journal, Industrial and Corporate Change, International Journal of Industrial Organization, International Economic Review, Journal of Economic Behavior and Organization, Journal of the European Economic Association, Journal of Economic Theory, Journal of Industrial Economics, Journal of International Business Studies, Journal of Management, Journal of Management Studies, Management Science, Organization Science, Research Policy, Strategic Management Journal, Strategy Science
- Member of the Executive Committee of the BPS Division of the Academy of Management (2012-2014)
- Member of the DRUID International Scientific Advisory Committee (2008-2010, 2010-2012)
- Evaluator of University Research Productivity, Italian Ministry of Education, 2005, 2008, 2012, 2016
- Member of the Evaluation Committee for the Allocation of Research Grants, Spanish Ministry of Science and Technology, 2005
- Member of the Evaluation Committee for the Ramón y Cajal and Juan de la Cierva Fellowships 2020, Spanish Ministry of Science and Technology
- External referee for the annual DRUID conference (2006-2013)
- Co-organizer (with Marco Giarratana) of the Conference “Markets for Technology and Industry Dynamics”, Universidad Carlos III de Madrid, 19-20 September 2008

#### **CONFERENCE PRESENTATIONS (selected)**

- DRUID Annual Conference, Copenhagen, June 2022
- Strategic Management Society, London, Chair and Panelist, October 2020
- Scientific Symposium in Honor of Alfonso Gambardella, LMU Munich, December 2019
- Academy of Management, Annual Meeting, Boston, USA, August 2019
- Technology, Governance and Regulation Conference, Jerusalem, Hebrew University, July 2019
- Strategic Management Society, Paris, Formal Models in Strategy, September 2018
- Ghoshal Conference, London Business School, London, UK, June 10-12, 2018
- 6<sup>th</sup> HEC Workshop on Entrepreneurship, Paris, France, December 15-16, 2017
- Academy of Management, Annual Meeting, Atlanta, USA, August 2017
- Strategic Management Society, Berlin, September 2016
- 20th DRUID Annual Conference, Copenhagen, June 2016
- Strategic Management Society, Madrid, September 2014. Invited speaker
- XIX Jornadas de Economía Industrial, UPF, Barcelona, September 2014. Invited speaker
- EARIE, Annual Meeting, Milan, August 2014
- 17th DRUID Annual Conference, Barcelona, Spain, June 2013
- Academy of Management, Annual Meeting, Boston, USA, August 2012
- Strategic Management Society, Miami, November 2011
- 15th DRUID Annual Conference, Copenhagen, Denmark, June 2011. Invited speaker
- Academy of Management, Annual Meeting, Montreal, Canada, August 2010
- 14th DRUID Annual Conference, London, UK, June 2010
- Organization Studies Summer Workshop, France, May 2010
- 13th DRUID Annual Conference, Copenhagen, June 2009. Invited speaker
- Duke Strategy Conference, Durham, USA, April 2008
- Academy of Management, Annual Meeting, Philadelphia, USA, August 2007

- Wharton Technology Conference, Philadelphia, April 2007
- XXI Jornadas de Economía Industrial, IESE Business School, September 2006
- 11th DRUID Annual Conference, Copenhagen, June 2006
- International Conference of Product Innovation Management, Copenhagen, June 2005
- XIX Jornadas de Economía Industrial, Granada, September 2004
- NBER, CRIW, and CREST conference on R&D, Education and Productivity, Paris, August 2003
- Academy of Management, Annual Meeting, Seattle, USA, August 2003
- EARIE, Annual Meeting, Dublin, August 2001
- European Academy of Management, Founding Conference, Barcelona, Spain, April 2001
- XIV Jornadas de Economía Industrial, Madrid, September 1999
- Academy of Management, Annual Meeting, Chicago, USA, August 1999
- CEPR conference on “FDI and the Multinational Enterprise”, London, UK, November 1998
- ASSET, Annual Meeting, University of Bologna, Italy, October 1998
- Conference on Multinational Production, International Mergers and Welfare Effects in a Small Open Economy, IUI, Stockholm, Sweden, June 1998
- Conference on Competition and Industrial Policy in Open Economies, University of Bergen, Norway, May 1998
- Simposio de Análisis Económica, Universidad Autónoma de Barcelona, December 1997
- NBER conference on Technology, Innovation and Productivity, Boston, USA, December 1997
- ASSET, Annual Meeting, University of Marseille, France, November 1997 ERWIT97, Helsinki, Finland, September 1997
- EEA97, European Economic Association Annual Meeting, University of Toulouse, France, September 1997

#### **INVITED SEMINARS (selected)**

- Boston University, UC3M, London Business School, London School of Economics, Carnegie Mellon University, Copenhagen Business School, Cass Business School, Pompeu Fabra University, Bocconi University, IESE Business School, IE Business School, Tilburg University, Imperial College, HEC Lausanne, TMU & LMU (Munich), KLU (Leuven), HEC Paris, University of Lugano, Michigan Ross

#### **UNIVERSITY SERVICE**

- Rector’s Delegate for Innovation, Bocconi University, (2022-)
  - Main responsibilities: academic coordination of activities related to Bocconi for Innovation (B4i), represent the University in institutional relationships of the Milanese Innovation Ecosystem
- Dean of the PhD School, Bocconi University, (2019-)
  - Main responsibilities: leading the activities of 5 different PhD programs, coordinating the activities of the PhD School, reporting directly to the Rectorate Committee
- Director of the PhD in Business Administration & Management, Bocconi University (2016-2020)
  - Main responsibilities: coordination of two curricula (Marketing and Management), managing about 50 students and 25 faculty members, overlooking curriculum development
- Chair of the Hiring and Promotion Committee, Department of Management and Technology, Bocconi University (2013-2016)
  - Main responsibilities: hiring faculty members both junior and senior, manage the tenure process and promotions to full professor, 70+ faculty members
- Director (Chair) of the Department of Business Administration, Universidad Carlos III de Madrid (2009-2011)
  - Main responsibilities: managing about 60 faculty members, overlooking the hiring and promotion,



- representing the Department at the University level
- Director of the Master in Management, Department of Business Administration, Universidad Carlos III de Madrid (2011-2012)
  - Main responsibilities: coordination of about 15 different faculty members, managing students, and overlooking curriculum development
- Member of the Recruiting Committee (2007-2008), Department of Strategy and Policy, School of Management, Boston University
- Member of the Recruiting Committee (2002-2011), Department of Business Administration, Universidad Carlos III de Madrid
- Sub-director of the Department of Business Administration (2004-2007), UC3M

### **CONSULTANCY SERVICE**

- Orkestra (Spain): Selection process for a Chair in Strategy.
- Renfe (Spain): Analysis of customer satisfaction. Strategic changes to reduce costs and increase customer identification.
- Telefonica I+D (Spain): Analysis of patent strategies in the telecom industries. Management and organization of patent activity.
- Kodak. South Europe. Success factors in SMEs.
- Cogip Power (Italy): Analysis of growth strategies in the renewable energy sector in Italy. From solar energy production to energy efficiency services.